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MEMORANDUM FOR: Director of Personnel
THROUGH : Chief, Administrative Support Staff, DD/S&T
SUBJECT : Non-Standard Workweek - Foreign Missile and Space Analysis Center (FMSAC)
REFERENCE : Your Memorandum, Same Subject Dated 16 February 1972

1. Almost a year ago the Operations Branch/Activities Interpretation Division began routine use of the twelve hour shift schedule. In this time we have been able to consider the following factors: a) communications, b) productivity, c) morale, d) overtime expenditures, e) training, f) problems and g) desirability of continuing shifts.
2. Prior to adoption of the twelve hour schedule, the Operations Branch had some difficulty with shift-to-shift communications as well as with learning about the activities of other FMSAC divisions. Inasmuch as the daily FMSAC publication originated in the Branch, articles did not include the results of in-depth analysis. With the present shift arrangement, contact with other divisions has greatly improved and the articles reflect this change by their better quality.
3. Productivity has shown a slow and steady increase over the entire period. Whereas initially we had only a few analysts undertaking separate research projects, each analyst has now begun to work on his own study. Two analysts have completed one and are now working on their second such effort. Also, the Branch has been able to absorb several short-term computer projects in support of Agency collection programs.

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4. There is now general satisfaction with the new shift schedule. The equitable division of pay differential and holiday pay has gone a long way toward removing irritants. Everyone especially enjoys the shifts during the summertime since it does permit people to take vacations during the week rather than on crowded weekends. Use of shift rotation cycle based on the college semesters seems to have encouraged more people to enroll in college courses.

5. With full staffing we have not had to pay any overtime. But when we hold branch meetings, obviously, shifts must be held over or subject to special call. In these few cases overtime has been paid. To schedule training before the advent of the twelve hour shift, shifts had to be juggled and overtime paid. With the present three-man shift we are able to schedule training with little disruption to the teams. We have been able to schedule more in-house and service school courses as well as trips to missile and space facilities involved in the U. S. missile and space programs and in intelligence collection. Previously an analyst would probably only have one training opportunity a year. Everyone has in the past year attended a course and participated in a field trip.

6. In my opinion, the twelve hour shift schedule should be continued. I believe that FMSAC has gained in both STATINTL quantity and quality of the product.

[REDACTED]
Deputy Director
Foreign Missile and Space Analysis Center

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Next 1 Page(s) In Document Exempt

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